

DDS 68-0703

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FILE Personnel 5

9 FEB 1968

MEMORANDUM FOR: Chairman, Committee on Professional Manpower

THROUGH : Deputy Director for Support *B*

SUBJECT : DDS Input to Professional Manpower Study

1. The analysis of data from almost 300 questionnaire survey forms indicates a high quality input of professional officers into the Support Services during FY 63-67. In-depth interviews with Heads of the Support Career Services confirm this evaluation.

2. The DDS study has concentrated on areas of interest suggested by your Committee.

A. Professional Manpower Requirements:

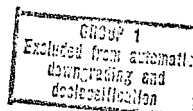
1. Requirements are determined by the functional Support Career Services and are based on attrition and ceiling forecasts. Emphasis is on keeping the junior professional pipeline filled. Specialized, usually higher graded requirements are established on an individual position basis.

2. The proportion of CT input to each Support Career Service is determined at the directorate level in consultation with the offices concerned.

3. Support requirements can be dramatically affected by shifts in other directorate requirements for Support personnel in times of ceiling contractions or expansion.

4. Career Service Heads are not concerned about the long-term (10-15 year) succession problem. They believe that the high quality junior professional intake provides the necessary leadership potential. They are paying particular attention to the short term (4-7 year) succession problem and anticipate no serious problem areas.

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B. Professional Manpower Sources:

1. The principal sources of Support Services professional manpower are the CT Program (30%) and business (30%). Of the DDS population in the Manpower Survey, 93% have bachelor or higher degrees, 70% have completed military service, and 60% bring the experience of at least one years full time non-Agency civilian employment.

2. Opinions vary by career service as to the most desirable source of professional manpower. CT generalists readily meet the needs of Personnel and Admin career services. Logistics, Finance and Security career services find that a specialized interest and/or experience are vital for career progression. Communications and Medical Services require a specialized technical expertise while Training for the most part relies on lateral entry for qualified experience. The pioneer effort of the Communications career service with a co-op program has proved to be an effective source of engineers.

3. There does not seem to be any correlation between sources and quality of performance. This may be attributable to attention paid before hiring to identifying which sources are most appropriate to each career service.

4. With the possible exception of a weakening in the Agency competitive position with respect to engineers, no Support Career Service Head is concerned about the Agency competitive hiring position. The problem is processing time and the real trick is to anticipate the time required to EOD a desirable candidate so that a firm job offer can be made before the candidate is available to work. It would seem, however, that other government agencies have caught up with us over the past twenty years and now offer the same fringe benefits that used to be ours exclusively.

C. Professional Manpower Selection:

1. Recruitment standards are established by each Support Career Service and have steadily been upgraded in terms of educational and professional qualifications. Recruitment requisitions are quite specific and liaison with the Personnel Recruitment Division is close and responsive. The Security Career Service conducts its own professional recruitment [REDACTED]

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2. Selection in each Career Service is based principally upon pre-employment interview. Pre-employment tests (PATB) are not systematically considered in the selection process. Academic ranking is not rigorously examined although the Communications career service prefers engineers from the upper third of their class. Military experience and previous work experience are important factors in the selection process in response to functional requirements of many jobs.

3. We are unable to detect any correlation between quality performance and the biographic data from a cursory examination of the questionnaire survey. Any such correlation will have to be determined from a systematic analysis of the data by A&E.

4. The quality base for the selection of future managers appears to be growing in view of more demanding selection standards and the large input of CT's into the Support Services. At the same time the career services try to minimize the personnel management hazards of hiring overly-qualified personnel of great potential for activities which do not challenge this quality.

D. Professional Manpower Development:

1. The S (Admin) Career Service and the Support CT's are managed at the Directorate level. GS-14 and below S careerists are handled by a Support Action Panel, GS-15 and above S careerists by the Support Services Career Board and Support CT's by a Special Assistant for Career Development and the Support Development Panel.

2. Each Support Career Service uses a career board/panel mechanism to competitively evaluate its careerists for promotion and career advancement. Comers are identified from among those in the top group of competitive rankings and are considered for broadening assignments. The Admin Career Service offers an additional channel for career progression of functional managers. The Communications Career Service has recently established a small development program for technical graduates with managerial interests.

3. The Deputy Director for Support reviews all outstanding fitness reports of Support Service careerists. He concurs in promotions to GS-15 and above and consults closely with Career Service Heads on

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proposed assignments of functional careerists who represent the executive inventory of each career service.

4. Midcareer selection is monitored at the Directorate level. Systematic implementation of five year midcareer development plans has not proven feasible and the Midcareer Course is considered a valuable battery recharging experience for sizable numbers of above average performers who are judged still to have promotion potential.

5. Senior School selection which is monitored at the Directorate level is valued highly by career service heads as a vehicle for career development.

6. There does not seem to be any special pattern of cause of attrition among the Support Services. The principal reason noted was better job opportunity.

7. Career Service Heads unanimously agree that the quality of recent EOD's is better than before. Of supervisors responding to the questionnaire survey, 35% rate the recent EOD group better and 55% rate them the same quality as before. No one rates the recent group inferior to the pre-1963 group of EOD's.

8. In terms of performance, eight out of ten of the recent EOD group are rated higher than proficient. Two out of three are considered to have GS-15 potential and one out of four is considered to have super grade potential.

3. Appended are summary data to assist your Committee in further research and statistical analysis:

- A. Support Services Career Trainees
- B. Questionnaire Survey - DDS Summary
- C. Questionnaire Survey - Office Summary
- D. Individual Questionnaire Survey Forms

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<u>State</u>	<u>BA/BS</u>	<u>MA/MBA</u>	<u>LLB</u>	<u>Grad Work, No Degree</u>
Abilene Christian	1			
American	3			
Arizona	1	1		3
Boston College	1			
Boston State College	1			
Bowdoin	1			
Brigham Young	2	1		
Brown	1			
Bryant College	2			
California (Berkeley)	2	2		1
California State Poly.	1			
Catholic University		1		
Central Missouri State	1			
Colgate	1			
Colorado	1			1
Dartmouth	1			
Davidson	1			
Duquesne	1			
East Carolina		1		
Eastern Montana	1			
Florence University (Italy)				1
Florida	2			
Florida State	1			
Georgetown	2			1
George Washington	2			3
Georgia	1			
Georgia Tech.	1			
Gettysburg	1			
Guilford College	1			
Hampton Institute	1			
Harvard	1			1
Hofstra	1			
Illinois	1	2		
Indiana	1			
Indiana State	1	1		
Kansas	4			
Kent State	1			
Kings College	1			
Lawrence University	1			
Lehigh		1		

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<u>School</u>	<u>BA/BS</u>	<u>MA/MBA</u>	<u>LLB</u>	<u>Grad Work, No Degree</u>
Maine	1			
Marquette	1			
Marshall College	1			
Maryland	6	1		
Maryville College	1			
Memphis State	1			
Miami Marine Institute				1
Michigan	2	1		1
Michigan State	1	1		
Minnesota	1			
Missouri	2			
Moravian College	1			
New Haven College	1			
Northern Illinois	1			
Northwestern	1			
Ohio State		1		
Ohio Wesleyan	1			
Oklahoma	1			
Omaha University	1			
Oregon		1		
Oregon State	3			
Penn State	4			
Providence College	3			
Purdue	1			
Randolph Macon	1			
Ripon College	1			1
Rutgers	1			1
St. John's University	1			
St. Meinrad	1			
Seattle University	1			
Seton Hall	1			
Southern California	1	1		1
Southern Methodist	1			
Stanford	4	2		
Syracuse	2			
Temple	1			
Tennessee	3			
Texas	3	1		
Texas A&M	1	1		
Tufts	1			
U. S. Military Academy	1			
U. S. Naval Academy	1			

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<u>School</u>	<u>BA/BS</u>	<u>MA/MBA</u>	<u>LLB</u>	<u>Grad Work, No Degree</u>
[REDACTED]	1			
UCLA	2	2	1	1
University of the South	1			
Utah	3	1		
Valparaiso	1			
Vanderbilt	1			
Villanova	2			1
Virginia			1	
Virginia Technical College	1			
Washington College	1			
Washington	4			
Washington University (St. Louis)				1
Western Maryland	1			
Wichita State	1			
William and Mary	4			
Wilson College	1			
Wisconsin	1	1		
Wooster, College of	1			

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